

Proposal 20308

Employee Engagement Initiative

Questions and Responses

Q1) Section 3.4 – Current Environment

The RFP notes that there is “no existing formal employee engagement program.” Does this mean that no prior engagement survey has been conducted?

R1) No “employee engagement” survey as such has been conducted. However, a “Core Values” assessment survey was conducted in early 2015.

Q2) Section 3.5 – Mandatory Requirements

Regarding the survey implementation, we wanted to confirm that you will be able to provide a demographics file (employee file that contains demographic information such as Department, Tenure, and Manager).

R2) Yes, a file of demographic information can be provided.

Q3) While we assume that not every employee has an email address, is it also appropriate to assume that every employee would have access to a kiosk location (computer, tablet, or other mobile device) at some point during their day for them to access an electronic survey?

R3) All employees have an email. The Department is open to exploring methods to facilitate a survey access.

Q4) How do you define employee engagement? Do you have a particular theoretical model and assessment in mind?

R4) The Department views an engaged employee as one who knows what is expected of them, has the tools and training to be successful, is working in an area of their strength, believes their supervisor cares about them as a person, receives regular and meaningful feedback on their work, and understands how their work contributes to the goals of their organization. At present, no theoretical model nor assessment is in place.

Q5) In section 3.5, fourth bullet, the requirement is to provide “Training and coaching resources...” How many employees do you anticipate will be provided training and coaching?

R5) Initially approximately 200 upper and middle management. Eventually some sort of training is expected for the remaining 2,400 employees.

Q6) Who are the decision makers that will evaluate proposals?

R6) See section 5.3 and 5.5 of proposal.

Q7) At the end of the project, what factors would indicate whether or not the project was a success?

R7) See sections 3.1 and 3.3 of RFP.

Q8) What is the budget?

R8) Budget information is not provided.

Q9) Section 3 Is there a budget Iowa DOT has established for this project?

R9) See response R8

Q10) Section 3.2 When/how was employee engagement identified as a critical component? For example, was there a strategic planning session or something that happened which caused the IDOT to refocus its attention?

R10) Current leadership has identified employee engagement as a critical success factor for our Agency as well as a means of reinforcing the importance of the workforce in understanding and implementing necessary changes to improve the Department.

Q11) Section 3.3 Does the organization want their engagement survey results compared to appropriate industry benchmarks?

R11) The Department is open to exploring how any comparative information could be beneficial.

Q12) Section 3.3 Does the organization want their engagement survey results compared to results from "Best-In-Class" organizations?

R12) See response R11.

Q13) Section 3.4 Will any employees not have access to a computer to complete a survey online? If so, will they be able to complete a paper survey? If so, how many will require paper surveys?

R13) See response R3.

Q14) Section 3.4 Do all employees and leaders read and understand English? If not, what other languages will be required?

R14) Yes.

Q15) Section 3.4 Could you please provide more detail on the 2,600 employees distributed throughout the 100 Iowa DOT locations:

- ☐ How many employees are salaried versus hourly?
- ☐ How many employees are union versus non-union?
- ☐ How many employees are full-time versus part-time?
- ☐ How many employees have access to a work computer (to access an on-line employee survey)?

R15) (At the time of the RFP)

Permanent Full-Time Employees: 657 Salaried, 1,859 hourly;
2,082 union, 434 non-union; and
2,516 full time permanent, 623 part-time temporary.
All part-time temporary are hourly non-union.

The number of temporary employees peaks in the winter with seasonal hiring.
Regarding computer access: **See responses R3 and R13.**

Q16) Section 3.4 Is the State open to using kiosks for those employees without work computers to access an on-line survey?

R16) **See response R3 and R13.**

The Department is open to considering methodologies that facilitate online data collection.

Q17) Section 3.4 Could you provide a listing of the 100 Iowa DOT locations, including the number of employees per location?

R17) The locations are dispersed across the state. There are approximately 1,400 employees not working in the Ames and Ankeny administrative buildings.

Q18) Section 3.4 What expectations does Iowa DOT have regarding survey follow up, such as conducting focus groups to clarify survey results?

R18) The department is open to considering methodologies that improve data quality, interpretation and utilization.

Q19) Section 3.4 If there is interest in having the vendor visit select locations, does Iowa DOT prefer travel reimbursement at cost (pre-approved) or to have this built into the fixed cost proposal?

R19) See section 6.16 of proposal.

Q20) Section 3.5 Does the organization want engagement survey results to be delivered to individual leaders? If so, down to the front-line leader level?

R20) The department is supportive of providing information to the level and individuals through which employee engagement efforts will occur. The level to which results are delivered will be dependent on the consultant and resulting methodology determined.

Q21) Section 3.5 Does the organization want leaders to complete action plans based on their survey results? If so, is online action planning preferred?

R21) The department is supportive of methodologies that improve the usefulness of the information collected and program developed. If online action planning is a component of the approach adopted, the department could support online action planning if the means is supportive of the process.

Q22) Section 3.5 Does the organization want to provide senior leaders with a dynamic dashboard which displays key engagement survey metrics and allows them to drill down into their chain of command to see how sub-groups performed on these metrics?

R22) See response R18.

Q23) Section 3.5 Does the organization want the provider to correlate engagement survey results with organizational performance metrics such as safety and other key performance metrics?

R23) The focus is the development, implementation and utilization of an on-going employee engagement program. Understanding the correlation between employee engagement and performance is a desired goal in the long term. The Department is open to discussion and consideration of other uses of employee engagement information.

Q24) Section 3.5 Does the organization want the provider to present the survey results, observations and recommendations to leadership? If so, will these presentations be in person or via web meeting/conference calls?

R24) Yes the organization will want the provider to present the survey results. The delivery approach used will be determine once options from each responder, specifically the Awarded responder is received. We encourage each responder to propose all options in their submitted response.

Q25) Section 3.5 Is the organization open to including an audit of their talent management practices against employee engagement “best practices” in the areas of recruiting, onboarding, training, human resources, goal setting, performance evaluation, employee exit processes and organizational communication practices as part of the services provided within this RFP?

R25) No, not now.

Q26) Section 3.5 Is the organization open to including related engagement solutions in addition to an engagement survey to implement an integrated employee engagement system? If so, is the organization open to considering proven engagement solutions in the following areas: 1) employee onboarding, 2) stay interviews, 3) exit surveys, 4) leadership assessments to measure the engagement capabilities of incumbent and prospective leaders, and 5) development programs proven to specifically develop leaders’ engagement skills?

R26) See response R25.

Q27) Section 3.6 What % of time does Iowa DOT anticipate the project manager assigned to work with the vendor will be available?

R27) The department intends to provide the level of support necessary based on the proposal presented and agreed to.

Q28) What specifically has inspired the need to have an employee engagement program?

R28) See response R10.

Q29) What are senior management’s expectations in terms of outcomes/goals based on the employee engagement program?

R29) Senior management expectations include: a better understanding of current levels of engagement across the Department, identification of potential areas needing attention, and using appropriate methods and training, developing the abilities and skills to support and enhance employee engagement on an on-going basis.

Q30) How do you currently communicate with your workforce across the state?

R30) Communication is generally done digitally through either email, regular blog posts, or the internal online social media channel, Agency website and Yammer. While all employees have an email account, in some remote locations such as maintenance facilities or driver’s license stations accessibility to email is not routinely accessed.

Q31) Does every employee have an email address?

R31) Yes.

Q32) Have you done an engagement survey to your people? If so, would you be able to share the results?

R32) See response R1.

Q33) How would you describe your current “culture?”

R33) As a state government agency, portions of the Department find themselves in “compliance” roles – often driven by code, rules and regulations. The engineering side is driven, in many cases, by method and process. Efforts over the past 4 to 5 years have worked to communicate the need and skills to adopt an improvement and innovation mindset. Leadership has supported and participated in the delivery of training in the areas of leadership and communication, and see employee engagement as a critical piece of the “puzzle.”

Q34) It sounds like this is a leadership issue to begin with and then needs to “waterfall” down through the organization - would this be an accurate statement? If not, can you offer an alternative view?

R34) Department leadership sees employee engagement as an organizational issue. The Department’s current interest is driven by organizational leadership’s interest in identifying and improving employee engagement for the betterment of the workforce and the Department as a whole.